

CHAPTER SIX

PUBLIC AFFAIRS RESOURCE MANAGEMENT

0600 REFERENCES

- a. Executive Order 11652 (NOTAL). Implementing directive for public information and justification for resources directed toward public information in the Department of Defense.
- b. JOPS, Volumes I and IV (NOTAL). (Subject: Joint Operational Planning System) Provides a model operation-oriented public affairs plan and contingency considerations.
- c. OPNAVINST 5305.4C (NOTAL). (Subject: Rear Admiral William Thompson Awards for Excellence in Public Affairs) Provides details on the CHINFO public affairs awards program.
- d. SECNAVINST 5061.12C. (Subject: Honorary Awards to Private Citizens and Organizations) Provides information on Secretary of the Navy community service awards.
- e. U. S. Navy Regulations, 1973. Contains regulations pertaining to off-duty civilian employment of naval personnel as news media representatives.
- f. SECNAVINST 5370.2H. (Subject: Standards of Conduct and Government Ethics) Implementing directive for DoD Directive 5500.7. Promulgates standards of conduct for military personnel and civilian employees.
- g. SECNAVINST 7042.7G. [Subject: Guidelines for the use of Official Representation Funds (ORF)] Provides detailed guidance on use, administration and management of ORF.

0601 HISTORY OF NAVY AND MARINE CORPS PUBLIC AFFAIRS

a. Development of a Professional Public Affairs Community. In many ways, the Department of the Navy public affairs community is unique in the Department of Defense. As individual Services, the Navy and Marine Corps employ the smallest number of people. The Sea Services also have the most structured personnel program, especially in the Navy officer community.

(1) In the Navy, the first genuine public affairs program began in World War II, when Secretary of the Navy Knox encouraged the transfer of the public information function from the cognizance of the Director of Naval Intelligence and the activation of reserve officers as correspondents rather than as officers in the intelligence field. At the end of the War, the 1650 restricted line community (Special Duty: Public Affairs) was authorized and some 40 officer billets were allocated.

(2) Prior to the 1930s, public information in the Marine Corps was among the general responsibilities assigned to recruiting offices or aides to the

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Commandant. In 1933, Major Joseph C. Fegan became the first officer to serve in a public relations billet and was instrumental in publishing the first Marine Corps bulletin on public affairs procedures for field commands. In 1934, the "contact officer" system was established. The forerunner of the public affairs officer (PAO), the contact officer was specially appointed to handle all public affairs matters at larger bases. Responsibility for public affairs at smaller commands was placed upon the commanding officers. With the mobilization of reserves to active duty in 1940, the public affairs function became increasingly important. On 1 July 1941, a new "Division of Public Relations" was established and retired Brigadier General Robert L. Denzig, recalled to active duty in less than 24 hours, was appointed as its first director. General Denzig is given credit for developing the combat correspondent system. Reporters, photographers and other professionals in the journalism field were sent to recruit training, became Marines, fought battles, then sent reports and photos to news agencies.

b. Post-War Growth. Until the 1960s, the number of Navy 1650s was kept below 70. Those in the program tended to be trained solely in the "print media" side of mass communication. The Marine Corps community continued to develop in a less structured and somewhat less specialized way than the Navy's. Until the late 1970s, those Marines tending toward greater specialization were predominantly limited duty officers who had come up through the ranks or were officers lacking field command and combat experience. In both the Navy and Marine Corps, public affairs professionals for a number of years were assigned to "practitioner" positions, with unrestricted, nonspecialist officers assigned to key management billets.

c. Current Status. The most significant contribution to Navy public affairs reorganization came as a result of the Mack Report. This study, headed by VADM William P. Mack, a former Chief of Information (CHINFO), recommended the establishment of new Navy public affairs field activities, improved education opportunities and a small increase in PAO billets. 1650 billets began to increase virtually every year beginning in the late 1970s. PAO assignments in the Marine Corps continue to be made as part of unrestricted duty, with the Director of Public Affairs (DIRPA) having an advisory role in procurement, training and assignment. Reference (a) is the authority for committing present day resources to public affairs. An increasingly important functional application of public affairs is internal information. In the late 1970s, the Shipboard Information, Training and Entertainment (SITE) close circuit television systems were installed in ships. Since the late 1970s, more Navy enlisted Journalists have been assigned to broadcast-related billets than to any other subspecialty. To PAOs in both services, greater awareness of and technical production expertise in electronic media are of increasing importance.

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0602 BASIC PUBLIC AFFAIRS PLANNING

a. General. A public affairs plan is customarily a three-part, comprehensive statement of the authority, purpose, objectives and specific actions or milestones to be undertaken by a particular command in preparing for contingencies, exercises, operations or routinely planned events. The plan describes the way in which a command will relate to the community through events and how it will communicate with external and internal "publics." The three components of the plan reflect the three functional applications of public affairs--internal information, community relations and public information. (Contingency operations, although not a functional application of public affairs, can be considered a fourth component of public affairs planning. It is best made part of the command's contingency orders, plans or instructions rather than the public affairs plan.) The following are pertinent requirements regarding command public affairs plans:

(1) Public affairs plans must be developed to meet the particular needs of the officer in command and his or her superiors in the chain. Accordingly, plans can be designed on either a long-range or calendar basis (e.g., Naval Air Station Miramar Public Affairs Plan for CY 1988) or on a short-range basis oriented toward a particular event or operation (e.g., Commander, U. S. Sixth Fleet, Public Affairs Plan for Exercise XYZ).

(2) Plans will consist only of those functional applications (e.g., public information) deemed necessary in light of anticipated or desired communication (e.g., with the media, the community, etc.). Commands with little or no expectation of contact with news media, such as small combatants, need not have a plan with a public information component. Should the need arise for such commands to deal directly with media (in the aftermath of an accident, for example), sufficient guidance should be available to the officer in command in the public affairs plan promulgated by the appropriate superior in the chain. See Articles 0203 (Unit Internal Information Organization), G-0203 (Internal Information Organization and Planning) and 0417 (Community Relations Planning).

(3) Unless exempted by the cognizant fleet or force commander or other competent authority, all commands will develop an internal information plan or localize one promulgated by the appropriate superior in the chain.

(4) Commands with a recurring need to interface with local communities will have a community relations plan as part of their public affairs plan. Examples of such commands are bases, Navy Recruiting Districts and Marine Corps Districts. Ships making port visits will conform to their own community relations plan or the plan developed for such visits by cognizant superiors in the chain. For guidance in developing such plans, see Article 0417 (Community Relations Planning).

(5) All commands will include the Department of the Navy Public Affairs Objective as a recurring theme in their public affairs plans. See Article 0102b (Role of Public Affairs in Executing the Maritime Strategy).

b. Standards of Planning Performance. The purpose of a public affairs plan is to enable all officers in command to achieve the Department of the Navy Public Affairs Objective and specific objectives of other superiors in the chain while fulfilling the Services' responsibility to provide information to the public. These objectives can be met by conforming to the following standards of public affairs planning performance.

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(1) Public affairs planning will be carried out concurrently with operational planning.

(2) Commands will indicate in the public affairs plan the individual responsible for preparing proposed public affairs guidance (e.g., statements, questions and answers, etc.) and charge other commands or departments within a command with the responsibility for keeping that individual informed of new events, changes in assumptions, conditions, capabilities and other important matters.

(3) Planners for major events and exercises involving fleet and force commands will consider deployment of a Navy Broadcasting Service Mobile Detachment {See Article 0819 [Armed Forces Radio and Television Service (AFRTS) During Contingencies]} and a media pool [See Article 0820 (The Media Pool and Press Coverage of Sensitive Operations)].

(4) Prior to deployment, officers conducting major exercises will consider forming and deploying with initial forces a public affairs team to handle news media already in an area of operation or to escort a media pool if established.

(5) Once media are scheduled to cover an operation, plans will call for commands to support their efforts to the extent necessary to allow them to develop and file their stories. Such support, to be detailed in plans, should include the following elements as appropriate.

(a) Messing, berthing and, if necessary, emergency medical treatment (all on a reimbursable basis except berthing aboard ship); for purposes of billeting, messing and transportation, news media representatives will be afforded the privileges of an officer in grade O-4, regardless of any reserve or retired military rank;

(b) Reasonable access to transportation and communications facilities not to interfere with operations [see Article 0306j (News Media Embarkations)];

(c) Access to unclassified operational information;

(d) Innoculations consistent with those required of military personnel participating in the exercise or operation;

(e) Periodic briefings (normally, one comprehensive, unclassified briefing per day during major operations);

(f) Military flights for U. S. news material to the nearest commercial refuel point.

(6) Operations Security (OPSEC) considerations will be clearly specified in public affairs plans that are developed to support operations or exercises and updated as necessary in public affairs guidance messages.

(7) Upon commencement of an operation or exercise, the responsible officer will consider establishing a Command Information Bureau (CIB) to facilitate media coverage [see Article 0311 (Command Information Bureaus)].

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(8) Public affairs plans dealing with events, situations, operations or exercises will clearly indicate procedures for coordination and approval of information release. The plan should also state that public affairs personnel preparing proposed releases or other information shall protect such information until it is fully coordinated and approved for release.

(9) Public affairs plans will clearly state the Department of the Navy Public Affairs Objective and the information objectives of other superiors in the chain so that specific actions can be taken to achieve those objectives.

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0603 SHORT-RANGE OR OPERATION-ORIENTED PUBLIC AFFAIRS PLAN

a. Basic Plan Elements. The basic elements of a public affairs plan designed to support a given operation, exercise or event are provided in this article. The format and items of consideration provided should, of course, be modified or expanded to meet actual conditions and command requirements. Under most circumstances, operation-oriented public affairs plans will contain the following elements:

(1) **Statement of Mission and Goals.** The initial statement of a plan should reflect the broad public affairs mission during the particular operation or event, not the overall military mission. Following this, communication goals should be clearly stated in appropriate detail. For a plan that supports combat operations, a determination should first be made whether the enemy will mount a propaganda operation; if so, one communication goal must be to thwart this effort with factual, objective coverage.

(2) **Assumptions on which Plan is Based.** Assumptions shall be clearly and honestly stated and include a communication appraisal of the media interest anticipated as a result of the operation or event.

(3) **Release Authority Named.** The public information release authority will be stated in the plan.

(4) **Basic Coordinating Instructions.** Include in this section all necessary details in direct support of media relations, such as media pool procedures, embarkation schedules, plan for aerial support of media, story material shipment plans, etc.

(5) **Security Safeguards.** The security section should outline security concerns unique to the operation or event and include Operations Security measures in force, essential elements of friendly information and a basic iteration of releasable and nonreleasable information during the course of the operation.

(6) **Combat Documentation.** Provisions for military combat documentation shall be included in the plan when visual information teams are involved in the operation. Included in this section are support provisions for the team, coverage priorities and other instructions.

(7) **Support Requirements.** Provide instructions on messing, berthing, communications and other means of support for media.

b. Sample Short-range or Operation-oriented Plan. In the example provided in Figure 6-1, a two-part public affairs plan is developed to support a specific operation. This plan is based on model public affairs considerations provided in reference (b). Section I deals with Public Information. Section II deals with Internal Information. In actual practice, Section II would be amplified by specific taskings for the command internal information team added as appendices or annexes to Section II. [Article G-0203}(Internal Information Organization and Planning) suggests ways to organize an internal information effort and develop specific taskings to communicate themes or messages to the internal audience.] Although not included in Figure 6-1, community relations would be a third section of this

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public affairs plan if community interface were anticipated or desired. For guidance, see Article 0417 (Community Relations Planning).

FIGURE 6-1:

SAMPLE OPERATION-ORIENTED PUBLIC AFFAIRS PLAN

PUBLIC AFFAIRS PLAN FOR (OPERATION)

I. Public Information

MISSION

1. To inform the public and enhance their understanding of U. S. military operations.

**PUBLIC
AFFAIRS
GOALS**

1. To demonstrate nature, importance and key elements of the Maritime Strategy and explain the manner in which Navy or Marine Corps forces are being employed to fulfill that Strategy.
2. Explain Navy or Marine Corps participation in (operation).
3. (Other goals related to particular threats or issues of concern to the geographic area of operations.)
4. Convey to the American public the personal excellence, professionalism and sacrifice of Navy and Marine Corps men and women.
5. To counter enemy propaganda with factual information disseminated through the news media.

ASSUMPTIONS

1. Communications appraisal: Operations of (forces involved) will generate intense public and media interest.
2. [Indicate whether news media will be offered a general embarkation or media pool opportunity.]
3. [Indicate what specific command or activity will have information release authority before, during and after the operation or exercise; specifically include the command or office which will publicly announce the operation or exercise].
4. [Indicate source and expected nature of any propaganda against which U. S. public affairs efforts should be directed.]
5. [Identify Essential Elements of Friendly Information (EEFIs) and Operations Security Measures in force.]
6. [Indicate the location and duration of operations of a

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Command Information Bureau (CIB) if a CIB is expected to be established; also, indicate the source or sources of personnel augmentation for the CIB if known.]

7. [Indicate if any news media representatives were coincidentally embarked in force ships at the outset of (operation) if the operation was unexpected and ordered with little advance notice. Assume that these representatives will desire to remain with the force.]

CONCEPT OF OPERATIONS

1. [Indicate basic coordinating instructions for news media embarkations or the establishment of a media pool--who will notify pool participants, embark and debark points for reporters, the breakdown by media of pool assignments (e.g., one wire photographer {from _____ news agency}, one radio reporter {from _____ broadcasting network}, etc.).]

2. [Indicate timeframe and means by which media will be embarked.]

3. [Provide plan for transmission and shipment of media products.]

4. [Specify media escort responsibilities.]

5. [Coordinating instructions, reporting requirements, special provisions (i.e., aerial photography from force helos, etc.).]

6. Media participation in the pool will be subject to the condition that resulting products will be made available to all interested and foreign news media on an equitable, no-fee basis. The media representative designated as the pool producer will be responsible for ensuring that all products are disseminated per this policy.

SECURITY

1. All embarkations will be conducted on an unclassified basis. [Make reference to enclosed news releases and contingency questions and answers as cleared, authorized guidance for handling of media inquiries.]

2. News media representatives will be escorted at all times.

3. Media will not visit any spaces or facilities where classified information or equipment is displayed or being discussed. Security will be maintained at the source.

4. Precise locations of friendly forces, including ships in which media may be embarked, are not to be disclosed. [Provide instructions on confirmation of participating units when visible to media, whether a listing of participating units is releasable.]

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5. [Provide guidance on release of information on hostile or potentially hostile ships, activity, etc.]

6. All interviews involving military personnel will be arranged on a case-by-case basis and will be on the record. [Indicate whether names of participants in the operation (or their photos) will be permitted in news Reports. See Article 0507 (Release of Information that Could Endanger Personnel). If not permitted, indicate that news media unwilling to accept this groundrule will not be allowed access to personnel directly involved in the operation.]

7. There will be no discussion of operations in progress against hostile targets nor mention of future operations in press briefings.

8. Categories of releasable information:

- a. Confirmation of ships and aircraft plainly visible to news media during embarkation.
- b. Approximate figures of friendly forces; exact numbers or complete lists of units will not be provided.
- c. Casualty figures. Names will not be released until confirmation of next-of-kin notification. [See also Article 0512 (Information on the Injured, Wounded and Hospitalized).]
- d. Nonsensitive, unclassified information on past tactical operations that does not violate Essential Elements of Friendly Information.
- e. Identification and location of military targets and objectives previously attacked.
- f. Results of past, completed missions.
- g. Types (rather than amounts) of ordnance expended in general terms (e.g., 5"/54 caliber ammunition from destroyers).
- h. Number of aerial combat missions flown in the area of operations.

9. Categories of Information Not Releasable (unless declared otherwise to support exercise objectives):

- a. General, implied or specific information regarding aspects of actual or conceptual future plans, activities or operations. In this category is all information directly or indirectly associated with combat, combat support or combat service support activity (e. g., operations,

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intelligence, logistics, politico-military affairs, etc.).

b. Information on command, control, personnel, operational or support vulnerabilities, weaknesses or shortfalls.

c. Rules of Engagement details.

d. Information on friendly strengths, on-hand equipment, supplies and the presence, absence, activities or operations of special units or equipment.

e. Information on friendly force security and deception measures and countermeasures.

f. Specific information on friendly force current air and sea operations and dispositions, both past and present.

g. Information on intelligence collection activities past and present, including intelligence methods, targets and results.

h. Information on operations in progress against hostile targets.

i. Identification of mission aircraft points of origin or landing zones except in the most general of terms (e.g., "carrier-based aircraft").

j. Information on effectiveness of hostile cover, camouflage, deception, targeting, direct or indirect fire, counterbattery fire, intelligence collection or security.

k. In the event of hostile action, information on mission or downed aircraft or ships while search and rescue operations are planned or in progress.

l. Information on unique operations methodology or tactics (i.e., for air operations: angle of attack, speeds, etc.; for ships, evasive maneuvering, etc.).

m. Information identifying postponed or cancelled operations.

n. Information on special operations and special purpose operations and activities.

COMBAT
DOCU-
MENTATION

1. Official combat documentation of this operation will commence (_____) and continue (throughout operations, until a certain occurrence, etc.). [Indicate forms of documentation (video, still, etc.).]

2. [Indicate commands supporting the combat documentation]

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mission and the nature of the support (three-man electronic newsgathering, etc.)).

3. [Indicate special provisions to be made by subordinate commands for the official combat documentation team (e.g., aerial photography from helo, etc.) and indicate arrangements made for news media in which combat documentation team participate].
4. (Indicate if and when official still photos or video footage will be provided to media from the edited combat documentation collection.)
5. (Provide instructions and responsibilities for processing, editing and security review of all combat documentation team products).
6. [Clearly state the priorities for combat documentation coverage (e.g., damage assessment, reconnaissance, operational intelligence, operational briefings for the officer in tactical command, public information releases, etc.)]

SUPPORT

1. Subordinate commands will lend support to news media representatives to enable them to fulfill their mission to inform the public.
2. (Provide instructions on messing and berthing.)
3. News media representatives will be permitted the use of hard-copy operational telecommunications facilities.
 - a. No attempt will be made to censor news copy to be filed over operational military communications circuits.
 - b. Copy will be reviewed by (state reviewing individual) prior to transmission to ensure potential violations of military security are brought to the attention of the correspondent. If copy is not redrafted to conform to security concerns, the officer in command will report the circumstances immediately to (command) by transmitting a classified message containing the copy in question and a discussion of the circumstances. [See also Article 0306j (News Media Embarkations)].
 - c. Media pool hard-copy messages will be transmitted with immediate precedence as soon as possible after security review and release by the PAO. Every effort will be made to avoid delays. Media pool messages will be sent action to (specify command responsible for disseminating information to news media), information to (specify other addressees).

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4. (Provide briefing schedule and intentions).

RELEASE**AUTHORITY** [Specify release authorities under various contingencies.]**ANNEXES TO SECTION I. (PUBLIC INFORMATION)**

A--(enclose cleared news releases or statements as Annex A)

B--(enclose contingency questions and answers as Annex B)

PUBLIC AFFAIRS PLAN FOR (OPERATION)
(continued)**II. INTERNAL INFORMATION****MISSION**

1. To inform the internal audience of impending operations and keep them motivated and informed throughout the course of operations.

GOALS

1. To convey the Maritime Strategy and explain the manner in which Navy or Marine Corps forces are being employed to fulfill that Strategy.
2. Explain and underscore the importance of own-unit participation in this operation and how it relates to the Maritime Strategy.
3. [State particular internal information goals of own-unit or immediate superior in chain (e.g., develop spirit of team unity between ship's force and embarked Marines; convey Operations Security concerns; instill pride in sacrifice associated with extended deployment and hazardous operations; emphasize damage control basics, shipboard safety, etc.)].

ASSUMPTIONS

1. Operations are extraordinary and will generate interest and measure of concern on part of ship's force.
2. Participation in operation will require own-unit to be extended beyond normal deployment duration.
3. Families will be concerned about deployment extension and anxious about safety of sailors and Marines.
4. News media representatives may be embarked and operations will arouse curiosity. Crew must be briefed on means of identifying media, conditions under which

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interviews are permissible and action to take if they are asked for comment without a media escort present.

5. (Indicate release authority for internal messages, especially procedures to confirm the authenticity of a directive to implement a pre-formatted emergent message.)

6. (Indicate Operations Security concerns and need to identify Essential Elements of Friendly Information for crew.)

7. Operations will attract media attention. News will be available on a tape-delay basis through AFRTS but will not keep crew apprised of current events. Current news will be available by communication facilities monitoring commercial wire services' teletype broadcasts on a not-to-interfere basis with operational broadcasts.

8. Video will be made available for own-unit use by combat documentation teams on a not-to-interfere basis with team priorities.

9. SITE operators will make use of wire service copy, combat documentation video and own-unit-generated video and still photos in local SITE broadcasts.

10. Video family-gram, to be shown in homeport by TYCOM representatives, can be generated. Space on courier flights will be made available.

CONCEPT OF OPERATIONS

1. [Indicate basic coordinating instructions for SITE television production and wire copy and combat documentation team product distribution.]

2. [Provide coordinating instructions for the production and distribution of video family-gram.]

3. [Identify topics for emergent, pre-formatted messages and specify release authority.]

4. [Identify and prioritize subject areas for development of internal information messages (i.e., spot announcements on damage control procedures, interviews with officers and CPOs on safety considerations for anticipated evolutions, Captain's Call productions)].

5. [Identify topics which may require long-lead time to develop into news segments or informational features (such as information on Essential Elements of Friendly Information)].

6. [Coordinating instructions, special provisions (e.g., aerial SITE video or photography from force helos, etc.)].

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SECURITY

1. All internal information will be provided on an unclassified basis. [Make reference to news releases and contingency questions and answers contained as annexes or appendices to Section I (Public Information) as basic guidance for development of internal news stories].
2. Embarked news media representatives can be identified by their identification tag. (Describe tag.)
3. News media shall be escorted at all times. Interviews with crew will be arranged in advance. Beyond casual conversation, those who are queried by correspondents without a media escort present will immediately advise the PAO.
4. Sailors and Marines will be briefed by the PAO prior to any media encounter.
5. Operations Security Measures in force will be included in each SITE broadcast, POD, and command newspaper.
6. Personnel shall be reminded frequently of security concerns and subjects to avoid when drafting personal correspondence.

ANNEXES TO SECTION II (INTERNAL INFORMATION)

A--(include tasking for emergent messages* as Annex A)

B--(include tasking for recurring messages*as Annex B)

*--Suggested formats for internal information tasking are provided in Article G-0203 (Internal Information Organization and Planning).

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0604 LONG-RANGE (OR CALENDAR-BASED) PUBLIC AFFAIRS PLAN

a. Advantages of a Long-range Plan. Commands having (or in need of) frequent opportunities for interaction with news media and the community may be best served by a long-range public affairs plan. Plans built around a single event, operation or exercise lack the advantage of providing a unified sense of direction over the long term. The long-range plan, which normally governs activity over the course of a year, provides direction, continuity and goal-orientation to public affairs efforts.

(1) A long-range public affairs plan is essentially a Plan of Action and Milestones (POA&M) modified for public affairs purposes. Once communication goals are decided upon, audiences defined and messages developed for particular audiences, the long-range plan becomes the management tool that charts the course for public affairs activity.

(2) A long-range plan tells public affairs personnel what should be done when, what programs and target audiences are of greater priority than others, what newspaper or radio station should be approached and how this entire program of approaching media and following up on their production requirements can be managed.

(3) Promulgation of a long-range plan does not preclude a command from issuing a one-time, event-based plan should the need arise.

b. Basic Long-range Plan Elements. The basic elements of a calendar-based or long-range plan will vary with the mission of the command. Format and items of consideration should be modified to meet local requirements, but plans should always incorporate the following items:

(1) Mission;

(2) Communication goals of the Plan;

(3) Assumptions, including a communication appraisal (an evaluation of where the audience stands with respect to the goals of the plan);

(4) Description of target audiences, messages, media and milestones necessary to achieve communication.

Figure 6-2 is a sample plan for a naval base. To avoid redundancy, internal information and community relations are not included in the sample plan. In actual practice, they would be additional sections of the plan. For guidance, see Article 0203b (Command Internal Information Planning), Article G-0203 (Internal Information Organization and Planning) and Article 0417 (Community Relations Planning).

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FIGURE 6-2:

SAMPLE LONG-RANGE PUBLIC AFFAIRS PLAN

PUBLIC AFFAIRS PLAN FOR (COMMAND)

MISSION

1. To inform the public and enhance their understanding of the naval service and (command) in particular.

**PUBLIC
AFFAIRS
GOALS**

- G1. To convey the Maritime Strategy and explain how the (command) contributes to fulfilling that Strategy.
- G2. To stimulate an appreciation among the local populace of the personal excellence and public service contributions of base civilian and military personnel.
- G3. To generate awareness of and stimulate applications for civil service opportunities on base, especially among minorities.
- G4. To build public confidence in the integrity and professionalism of the (command) as a reliable trustee of taxpayer dollars.

ASSUMPTIONS

1. Communication appraisal:
 - a. Surrounding community and local correspondents are generally unaware of the Maritime Strategy, the role played by this command and the importance of its mission.
 - b. Community and media are also unaware of the professionalism and personal excellence of base personnel, especially military members.
 - c. There are no serious operational or administrative difficulties which require public affairs attention, except shortfalls in civilian hiring and difficulties attracting minority applicants.
 - d. The immediate superior in the chain has instructed all subordinate commands to reduce vulnerability to fraud, waste and abuse. This command has been effective in doing so, as confirmed by a recent inspection. Public affairs efforts related to this goal should attempt to demonstrate past successes publicly and reinforce positive performance internally.

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2. Officers, special assistants and directors of tenant activities will support implementation of this plan, making speeches, granting interviews, etc., coordinating in advance with the PAO.
3. Many, but not all, editors, publishers, station managers and others in media leadership positions will be receptive to publicity proposals.
4. Some editors, station managers and others may generate their own ideas on how to communicate the command's message effectively and, therefore, will request production assistance from the command (in the form of background information on individuals, interview opportunities, stock photos or video of Navy scenes, etc.).
5. Progress in meeting the aforementioned goals and the milestones keyed to those goals provided elsewhere in the plan will be checked by the PAO and reported to the commanding officer monthly.

**TARGET
MARKETS**

M1. General population within _____-mile radius of (command).

M2. Influential citizens in this area.

M3. Minorities in this area.

M4. Students in this area.

M5. Total internal audience.

M6. Base families.

M7. Active duty military population.

M8. Civilian employees.

M9. Reserve and retired persons in the area.

**PUBLIC
INFORMATION
PLAN**

The following is a compilation of the specific messages developed for target markets and an indication of the goals they are designed to satisfy in the public information functional area. For a listing of goals (G-1, G-2, etc.), see "GOALS" on page 6-21. For a listing of markets (M-1, M-2, etc.), see "TARGET MARKETS" on page 6-22.

[Listed under "CODE" below are action codes which represent one message intended for a particular audience segment via a specific medium. Intended as "short hand" to assist in recording milestones and tracking key events, the codes can be entirely arbitrary or be designed to convey the priority or

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relative importance of communicating one message over another. For example, codes beginning with the letter "A" can convey top priority efforts, "B" priority two, etc. So, the message and target medium coded A-1 would be the first of perhaps several top priority media relations efforts.]

[In this section, list key audience or market segments, associated messages for that audience and media best suited to reach that audience. Examples follow.]

GOAL	MARKET	MESSAGE/OBJECTIVE	MEDIUM	CODE
G-1	M-1	Hold background briefing on mission and unclassified look at command exercises.	All	A-1
G-1	M-1	Stimulate interest in newspaper interview of key operational personnel.	[Name newspapers]	A-2
G-1	M-1	Coordinate with cognizant NAVINFO requests for embarkation in ships, aircraft by interested correspondents.	[Name interested media]	A-3
[List all other target markets and messages that would fulfill communication goal G-1.]				
G-2	M-1	Arrange for Sailors of Month to participate in live interviews during peak listening periods	[Name adult contemporary radio stations]	A-4
[List all other target markets and messages that would fulfill communication goal G-2.]				
G-3	M-1	Distribute news release on employment opportunities.	All	B-1
G-3	M-3	Arrange live interviews of civilian personnel director by minority media	[Name minority media]	B-2
G-3	M-4	Provide interview opportunities on the topic of summer internships on base	[Name radio stations popular with students.]	B-3

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GOAL	MARKET	MESSAGE/OBJECTIVE	MEDIUM	CODE
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(continued)

G-4	M-1	Issue news releases on recent successes.	All	C-1
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G-4	M-1	Identify key individuals responsible for internal controls and arrange interview. to explain program basics.	[Name media]	C-2
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[List all other target markets and messages that would fulfill communication goal G-4.]

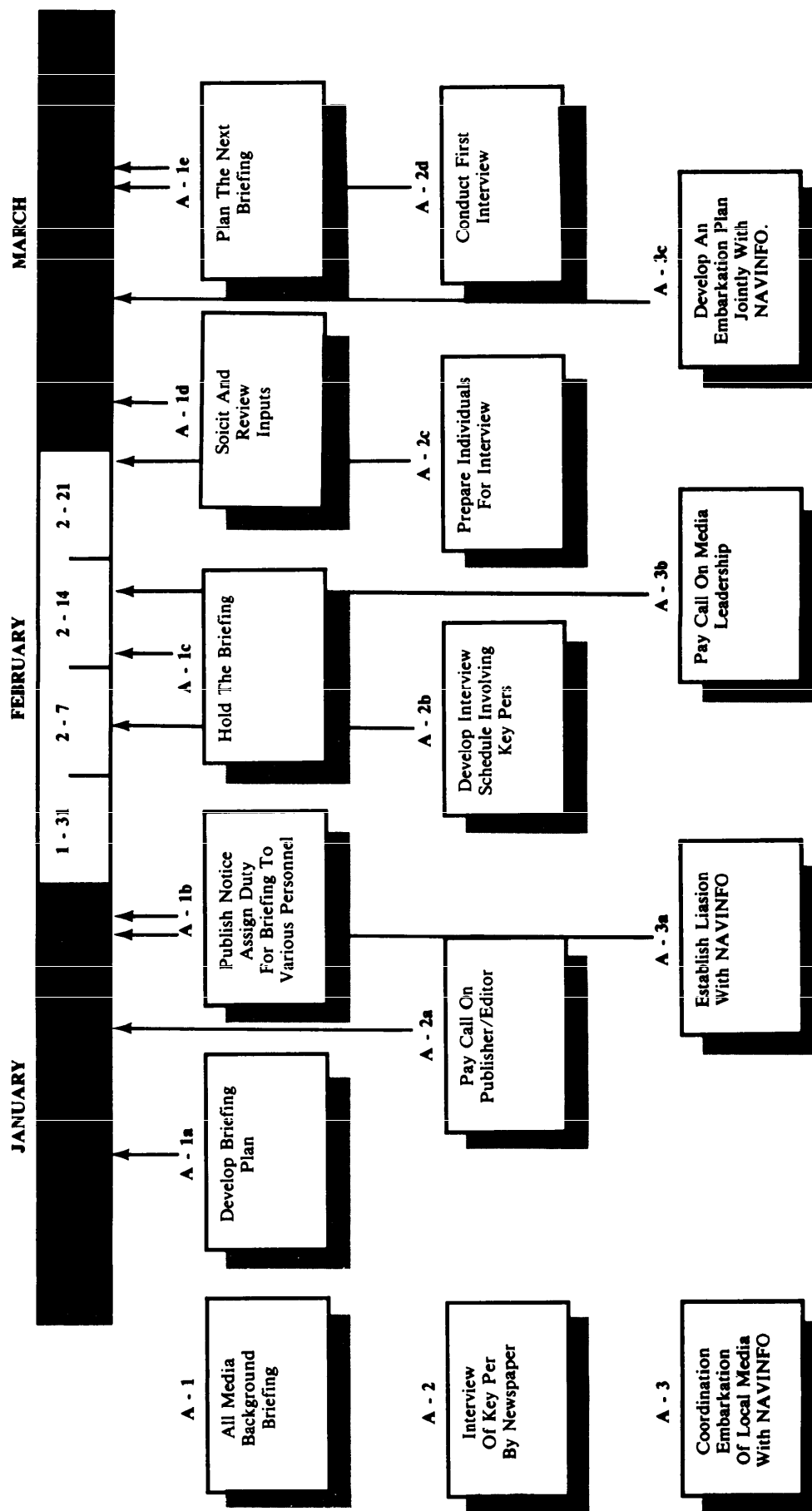
**PUBLIC
INFORMATION
MILESTONES**

[See Figure 6-3.]

Figure 6-3

PUBLIC INFORMATION MILESTONES

SECNAVINST 5720.44A



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0605 COMMAND INSPECTIONS OF PUBLIC AFFAIRS ACTIVITIES

a. General. The public affairs function of all commands will be monitored as a normal part of routine inspections by command leadership, periodic spot checks by immediate superiors in the chain and formally as part of regularly scheduled administrative and materiel inspections. Public affairs departments, staffs and activities will be inspected and tested in suitable Operational Readiness Evaluations (OREs) and similar evolutions for their ability to respond to various contingencies. This manual and the directives of other appropriate officials will form the basis for the inspection. Operation of broadcast systems, including programming and local production matters, will be inspected in accordance with policies promulgated by the Director, Navy Broadcasting Service. Broadcast system maintenance will be inspected for compliance with the 3-M system and engineering policies of the Navy Broadcasting Service.

b. Checklist Applicability. A checklist is provided below to assist the command preparing for inspection as well as the command conducting the inspection. Care and judgment must be used in applying this list. Not all commands are expected or required to have all the capabilities represented by the list. See Table 2-1 (Required Internal Communication Capabilities), Table 3-2 (Public Information Capabilities for Various Units) and the directives of the appropriate fleet or force commander to determine the precise capabilities required of individual units. The checklist should be expanded to include those items or capabilities required by appropriate superiors in the chain of command.

c. Organization and Functional Areas

NUMBER	ITEM	REFERENCE
(1)	Are the public affairs officer and key staff assistants assigned their duties in writing and are those duties outlined in a current organization or regulations manual of the command?	Article 0104b
(2)	Does the command have knowledge of the Maritime Strategy and the command's role in contributing to that Strategy?	Article 0102
(3)	Is there documentation available to confirm that the command has sent the following messages to the public localized to reflect the command's role? (Documentation can include summaries or dubs of video programming, news releases, audio tapes or notes taken during a media interview, etc.)	Article 0102b
	(a) The flexibility of the Navy and Marine Corps Team as an instrument of national policy.	
	(b) The peacetime value of the Navy and Marine Corps in enhancing deterrence, containing and controlling crises, supporting diplomatic goals, sustaining high force readiness and deterring state-sponsored terrorism.	

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NUMBER	ITEM	REFERENCE
(3) (continued)		
	(c) Contribution to international stability by exercising and maintaining freedom of the seas.	
	(d) Highly efficient resource management keyed to requirements of the Maritime Strategy.	
	(e) Prudent stewardship of taxpayer dollars.	
	(f) Personal excellence of the men and women of the Navy and Marine Corps.	
(4)	Has the command implemented public affairs guidance promulgated by competent authority?	Article 0102c
(5)	Is the public affairs staff knowledgeable of all possible multiple channels of authority that could pertain to the command?	Article 0104
d. <u>Internal Information</u>		
(1)	Are all Navy or Marine Corps headquarters-level products (<u>All Hands</u> , <u>MARINES</u> , etc.) received, distributed and used?	Article 0202
(2)	Does <u>All Hands</u> (or <u>MARINES</u>) play a role in unit internal information in one or more of the following ways:	Article 0202c(1) Article 0202d(1)
	(a) Cross promotion;	
	(b) Departure point for discussion;	
	(c) Retention-oriented uses;	
	(d) Localization.	
(3)	Are Headquarters level broadcast products made available to the total internal audience (through AFRTS, special showings, cable franchise operator agreement, etc.).	Article 0202c
(4)	Do Marine Corps commands and activities submit material for use in the Public Affairs Summary?	Article 0202d
(5)	Are all public affairs personnel knowledgeable of the provisions of the Privacy Act and how they relate to internal information products?	Article 0204b

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NUMBER	ITEM	REFERENCE
(6)	Are the reporting relationships of an OIC, CPOIC or POIC of an overseas NAVBCSTSVC Det known by the local commander?	Article 0204c
(7)	Does the CONUS base commander have a properly negotiated base cable contract?	Article 0204d
(8)	Does the contract provide a command access channel?	Article 0204d
(9)	Is organizational level maintenance performed per the 3-M system? (a) Pick at random a maintenance requirement and observe a technician perform the check. Are all tools, expendables and procedural steps per the appropriate maintenance requirement card?	Article 0204e
(10)	Do shipboard televisions meet minimum performance and safety standards?	Article 0204e
(11)	Does the PAO, collateral duty PAO and senior enlisted person assigned public affairs duties have routine access to the commanding officer and executive officer to ensure that the ongoing internal information plan reflects command requirements?	Article 0202b
(12)	If a satellite dish is installed aboard ship, is the installation properly approved?	Article 0204e
(13)	Are SITE operators aware of the Navy Broadcasting Service Detachments in their area of deployment with near-real-time programming available through the use of authorized duplicating facilities?	Article 0204e
(14)	Are all command publications properly authorized?	Article 0205
(15)	Is the command newspaper identified properly on the front page?	Article 0205f
(16)	Does the command newspaper incorporate some form of two-way communication?	Article 0205g
(17)	Does the command hold proper observances of events intended for the internal community?	Article 0206
(18)	When circumstances dictate that internal observances be held off base, were such events planned and conducted in accordance with established policy?	Article 0206c

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NUMBER	ITEM	REFERENCE
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e. Public Information

- | | | |
|-----|--|---|
| (1) | Are the public affairs officer, the assistant PAO and all media liaison personnel familiar with the following requirements? | |
| | (a) What type of information requires release at the Seat of Government? | Article 0302a thru 0302d |
| | (b) Requirements for clearance of a "spot news release?" | Article 0302e |
| (2) | Are major department heads, tenant activity OICs and special assistants familiar with requirements involving the provision of information to public affairs personnel? (Question key personnel chosen at random.) | Article 0303b |
| (3) | Does the commanding officer involve the PAO in the planning process of future short- and long-term operations and employments? | Article 0303b |
| (4) | Does the command meet Department of the Navy standards of performance in the following aspects of information dissemination? | |
| | (a) Speed of Release. Review 3 non-consecutive months of media inquiries. Select months at random (i.e., one, three and five months prior to the inspection). | Article 0303e |
| | 1. How many deadlines were met and how many were not? | |
| | 2. With regard to deadlines not met, does documentation indicate the correspondent was advised in advance of the deadline? | |
| | 3. In such cases, was the correspondent provided some preliminary information? | |
| | (b) Impartiality. Is there any evidence of one news medium or type of medium being favored over another? Reviewing those same 3 months of news queries, is any information provided in response to query that should have been provided equally to all media? | Article 0303e, Article 0304c & Article 0304d. |
| | (c) Necessity for Personal Contact. Did the public affairs officer pay a call on all local media soon after assuming duties? | Article 0303e |

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NUMBER	ITEM	REFERENCE
(4) (continued)		
	(d) Refusal to Provide Information. Reviewing media inquiries for the last 3 months, how often was information denied a correspondent, was the reason for refusal volunteered, was there any case, in the view of the inspecting officer, of unclassified and otherwise unprotected information being withheld arbitrarily or to avoid criticism?	Article 0303e
	(e) Intense Public-Interest Events. Compare news releases issued by the command with OPREP-3 reports, oil spill reports and other indications of accidents and incidents.	Article 0303e Article 0304a
	<ol style="list-style-type: none"><u>1.</u> Did the command provide full, candid and prompt information on accidents and other events of intense public interest to the news media?<u>2.</u> Were contingency questions and answers prepared and utilized?<u>3.</u> Were correspondents provided all pertinent, releasable facts regardless of questions filed?	
	(f) Delegation of Release Authority. Who is authorized in the command to authorize release of information to the news media and the public?	Article 0303d
	<ol style="list-style-type: none"><u>1.</u> Is this a matter of record?<u>2.</u> Is there special provision for delegation of release authority to pass to the PAO during:<ol style="list-style-type: none"><u>a.</u> Contingency operations?<u>b.</u> Media embarkations or visits to the command when the regular release authority cannot be continuously present or readily consulted?	
(5)	Are there instances of the appearance of distorted or untruthful news reports since the last inspection? If so, did the command:	Article 0304b

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NUMBER	ITEM	REFERENCE
(5) (continued)		
	(a) Submit factual information to the responsible news agency?	
	(b) Submit the same information to all other media if a correction did not result?	
	(c) Inform CHINFO or DIRPA in the case of such erroneous reports receiving distribution beyond the local area?	
(6)	Are public affairs personnel knowledgeable of policy and procedures regarding exclusive requests for information?	Article 0304c
(7)	Are public affairs personnel knowledgeable of policy and procedures regarding the Rule of First Inquiry?	Article 0304d
(8)	Are command procedures regarding attribution and agreement on groundrules in accordance with established policy?	Article 0305
(9)	Are "spot news releases" properly coordinated with higher authority? Do they undergo intracommand security review? Are photos or slides sent to CHINFO or DIRPA?	Article 0306b
(10)	Are news advisories used as a method of attracting news media to cover a command event?	Article 0306c
(11)	Has the command conducted a news conference since the last inspection? If so, was the conference managed per policy?	Article 0306d
(12)	Does the command conduct media availabilities with local news agencies per policy?	Article 0306e
(13)	Does the commanding officer participate occasionally in editorial boards to provide editorial staffs background on key Navy, Marine Corps or local military issues?	Article 0306f
(14)	Does the command provide frequent opportunities to the media for interviews of key personnel?	Article 0306g
(15)	Are background briefings conducted per policy?	Article 0306h
(16)	Is the command news inquiry form produced following policy?	Article 0306i

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NUMBER	ITEM	REFERENCE
(17)	Does the command conduct news media embarkations? If so, (a) Has approval authority for past embarks been appropriate? (b) Was the nature of embarkations such that the Navy or Marine Corps was not placed in a position of competing with commercial enterprise? (c) Did correspondents execute all appropriate security and "hold harmless" or indemnity agreements prior to the embark? (d) Were pre-departure briefings held following policy? (f) Were internal information media used to announce the media embarkation to the crew? (g) Were the following services made available to the media: <u>1.</u> Messing and berthing; <u>2.</u> Transportation; <u>3.</u> Communications; <u>4.</u> Periodic briefings.	Article 0306j
(18)	Does the command develop responses to query on issues with potential for media interest for use on a contingency basis?	Article 0306j
(19)	Are public affairs personnel familiar with approval levels for various types of broadcast programs?	Article 0307b
(20)	Are public affairs personnel familiar with requirements for Navy or Marine Corps participation in commercial advertising, publicity and promotional activity?	Article 0307e
(21)	Does the command handle Congressional and local municipal inquiries following policy? (a) Are public affairs personnel knowledgeable of procedures to follow in handling a news release of interest to a Member of Congress?	Article 0310

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NUMBER	ITEM	REFERENCE
(22)	Does the command have an active program of handling public inquiries? (a) Do the PAO and the individual assigned public inquiry responsibility for the command understand proper handling procedures for public inquiries (foreign requests, when requests must be forwarded to CHINFO or DIRPA, etc.?)	Article 0310
(23)	Has the command communicated internally (by official and unofficial means) the policy on writing for commercial publication (i.e., Plan of the Day note, base newspaper article)?	Article 0307
(24)	Does the command pursue an active speaking program as part of its overall public affairs plan?	Article 0308c
(25)	Does the officer in command actively participate as a speaker?	Article 0308c
(26)	Is the command's program in accord with established policy on acceptance of fees or gratuities?	Article 0308c
(27)	Do all speeches undergo security and policy review?	Article 0308c
(28)	Are audience analyses normally conducted before each significant speaking engagement?	Article 0308d
(29)	Is speaker scheduling and approval per policy?	Article 0308g
(30)	If the command has an established speakers bureau, (a) Is the person in charge assigned in writing and are his or her duties outlined in a current instruction? (b) Does the bureau maintain a current list of all local Navy or Marine Corps speakers? (c) Does the file contain an indication of past engagements for each speaker? (d) A file of previous speeches given, applicable policy statements and public affairs guidance? (e) A listing or file of requests for Navy or Marine Corps speakers? (f) A forecast of engagements in the future?	Article 0104b Article 0308i Article 0308i Article 0308i Article 0308i Article 0308i

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NUMBER	ITEM	REFERENCE
(31)	Is there documentation which indicates that news media are often involved in covering command speaking engagements?	Article 0308m
(32)	Does the command include the release of visual information in their public information program?	Article 0309c
(33)	Does visual information undergo security and policy review prior to its release?	Article 0309c
(34)	Does the PAO know the limits of non-binding assistance that can be provided to a non-government group prior to approval of the group's audiovisual proposal?	Article 0309c
(35)	Does the command provide requisite copies of materials to the Naval Imaging Command?	Article 0309c
(36)	If the command has Navy or Marine photojournalists (NEC 8148 or Marine MOS 4322) aboard, does it comply with submission requirements pertaining to all official photography produced by those personnel?	Article 0309c
(37)	Is the command in routine contact with its state congressional delegation and municipal government? If so, does it routinely respond to routine inquiries by Members of Congress or local municipal officials without resort to higher authority?	Article 0310b
(38)	Are public affairs personnel familiar with the conditions under which a congressional inquiry would be referred to higher authority for response?	Article 0310b
(39)	Does the command pursue a program of routinely responding to inquiries from private individuals and groups not associated with the news media?	Article 0310d
(40)	Does the command periodically publish information to members of the command which conveys Department of the Navy policy on writing for commercial publication?	Article 0310e
(41)	Are public affairs personnel assigned to specific Command Information Bureau (CIB) stations in advance of CIB activation?	Article 0311b
(42)	Is CIB activation contained in all contingency plans as a decision point for the officer in command as an emergency progresses?	Article 0311b

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NUMBER	ITEM	REFERENCE
(43)	Does the public affairs staff have prepared standard operating procedures to put in use should a CIB be activated?	Article 0311b
(44)	Is there a document which indicates what individual is authorized to release information to the public during CIB operations?	Article 0311b
(45)	Is the CIB activated and operated at least annually as part of command-wide contingency exercises?	Article 0311b
(46)	Have local media participated and were their comments included in post-exercise appraisals, critiques or evaluations?	Article 0311b

f. Community Relations

(1)	Are public affairs personnel knowledgeable of the basic criteria for determining the propriety of Navy or Marine Corps participation in a community relations event?	Article 0402
(2)	Examine command participation in public events since the last inspection and those proposed in the current community relations plan.	
	(a) Are all programs suitable?	Article 0402c
	(b) Are program sponsors suitable?	Article 0402c
	(c) Are event sites suitable?	Article 0402c
	(d) Is the type of support provided or proposed suitable?	Article 0402c
(3)	Is the PAO knowledgeable of the approval authority necessary for participation in public events?	Article 0402d
(4)	Are public events involving aviation and parachute units conducted per policy?	Article 0403
(5)	Has the command participated in an interagency program authorized by ASD(PA) and has that participation conformed to policy?	Article 0404
(6)	Does the command conform to basic guidelines for visits, tours and cruises?	Article 0405c
(7)	In the case of ships overseas, does the command conform to the guidelines promulgated by the appropriate superior in the chain for overseas port visits?	Article 0405c

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NUMBER	ITEM	REFERENCE
(8)	Do the senior commander present and key staff officials maintain professional relations with local civic leaders?	Article 0406a
(9)	In the case of bases, has the command established a base-community council?	Article 0406c
(10)	Do the senior commander present and key officials maintain relations with local chapters of veterans' and military-related organizations?	Article 0406a
(11)	Examining community relations events since the last inspection, were costs kept to a minimum necessary to achieve official objectives?	Article 0407
	(a) Were events of primary and mutual interest properly interpreted?	
(12)	Since the last inspection, has the command participated in local relief or disaster operations? If so, were financial arrangements made following policy?	Article 0407d
(13)	If visits or tours of the installation are provided to commercial concerns, are they done so fairly and equitably?	Article 0409
(14)	Are news releases issued by the base operating services contractor coordinated with the base public affairs office?	Article 0409b
(15)	Does consultation with state and local municipal officials proceed following policy?	Article 0410
(16)	Is command participation in special ceremonies following policy?	Article 0411
(17)	Is Armed Forces Day held as the principal public event to highlight the command's unique contribution to national defense and the Maritime Strategy?	Article 0412
(18)	Does the command participate in public events that support recruiting?	Article 0414d
(19)	Are command fund-raising efforts (if any) in compliance with policy?	Article 0414i
(20)	Does the command or command personnel participate in conferences, symposia or other gatherings sponsored by non-government entities? If so,	Article 0414l

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NUMBER	ITEM	REFERENCE
	(a) Do command teachers, lecturers or writers avoid producing material for such non-government events that is dependent on information they obtained as a result of their official duties?	
	(b) Were speakers offered remuneration for a presentation that was given as part of the speaker's official duties? If so, was remuneration refused?	
(21)	If the command has used a major Navy or Marine Corps exhibit, was a project officer assigned and properly briefed regarding duties?	Article 0415f
(22)	If the command possesses exhibits, does the command keep the Navy Exhibit Center informed of the status of its exhibit inventory?	Article 0415i
<u>g. Security and Policy Review</u>		
(1)	Does the PAO have access to classified material and operations so that he or she can understand operational and administrative matters of importance to the command?	Article 0501
(2)	Does the command have an effective system for security and policy review?	Article 0501 Article 0504
(3)	Do all products of the command intended for public release undergo security and policy review?	Article 0501 Article 0504
(4)	Are the PAO and all senior public affairs personnel knowledgeable of the types of information that must be submitted for Seat-of-Government-level review?	Article 0501c Article 0504b
(5)	Are public affairs personnel knowledgeable of the general response to nuclear weapons inquiries?	Article 0502c
(6)	Are public affairs personnel generally familiar with the special handling procedures for information pertaining to the Militarily Critical Technologies List (MCTL)?	Article 0503
(7)	Are the PAO and senior public affairs personnel generally familiar with the special handling procedures for information pertaining to:	
	(a) Test and evaluation information;	Article 0505b
	(b) Developmental test and evaluation information;	Article 0505f

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NUMBER (7)(continued)	ITEM	REFERENCE
	(c) Operational evaluation results;	Article 0505h
	(d) Copyrighted material.	Article 0506b
(8)	Does command press clip distribution contain necessary warning statements?	Article 0506c
(9)	Are all public affairs personnel familiar with the requirement for Seat-of-Government approval of information releases that could endanger personnel?	Article 0507
(10)	Is the command a major contract administrator or the site of major contracting work (systems, services, facilities or components with single line item cost of \$200,000 or more)? If so,	
	(a) Are the PAO and senior public affairs personnel knowledgeable of:	
	<u>1.</u> The difference in public release policy pertaining to official government estimates and appropriation cost?	Article 0508b
	<u>2.</u> The definition of Invitation for Bids, Requests for Proposals and Cost Plus Award Fee?	Article 0508b
	<u>3.</u> The difference between bid opening and bid award?	Article 0508b
	<u>4.</u> Policy regarding public release during a bid protest?	Article 0508b
	<u>5.</u> Policy regarding public release for negotiated contracts solicited as a Request for Proposal?	Article 0508c
	<u>6.</u> Policy regarding public release for fixed-price, Invitation for Bid contracts?	Article 0508c
(11)	Are the PAO and senior public affairs personnel familiar with basic policy regarding the release of information pertaining to accused persons? NJP results?	Article 0509
(12)	Does the command operate a correctional facility as a tenant command? If so, are the PAO and senior public affairs personnel knowledgeable of public release policy for information pertaining to military prisoners?	Article 0509c

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NUMBER	ITEM	REFERENCE
(13)	Are the PAO and senior public affairs personnel knowledgeable of public release policy for safety, law enforcement and JAG investigations?	Article 0510
(14)	Are public affairs personnel knowledgeable of activity prohibited by the standards of conduct?	Article 0511
(15)	Does the PAO act as spokesperson for a medical or dental facility or would the PAO be called upon to do so? If so,	
	(a) Are public affairs personnel knowledgeable of information that can be released without the individual's consent?	Article 0512b
	(b) Are the PAO and senior public affairs personnel generally familiar with visual information that is prohibited in the case of injured personnel?	Article 0513b
(16)	Did the command internal media carry guidance on authorized political activity before and during an election period as a seasonal information message?	Article 0514b
(17)	Examine the record or log of speaking engagements since the last inspection. Is there any indication that the programs were political in their orientation?	Article 0514c
(18)	Is there any indication that command resources (bands, color guards, etc.) were provided to meetings of a political orientation?	Article 0514c

h. Planning

(1)	Does the command have a current, effective public affairs plan that conforms to the requirements of appropriate seniors in the chain?	Article 0602a
(2)	Does the plan contain the components (internal information, public information, community relations) necessary in light of anticipated or desired mass communication?	Article 0602a
(3)	Does the plan contain an internal information component (unless exempted by competent authority)?	Article 0602a
(4)	Does the plan include the Department of the Navy Public Affairs Objective as a recurring theme?	Article 0602a
(5)	If the command being inspected is a major staff, does public affairs planning proceed in step with operational planning?	Article 0602b

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NUMBER	ITEM	REFERENCE
(6)	Does the current plan call for providing necessary support to media (such as messing, transportation, etc.)?	Article 0602b
(7)	If the current plan is a short-range or operation-oriented plan, does the plan contain: <ul style="list-style-type: none">(a) Statement of mission and goals?(b) Assumptions, including a communication appraisal?(c) Specified release authority?(d) Basic coordinating instructions?(e) Security safeguards, including OPSEC measures in force?(f) Combat documentation procedures?(g) Support provisions?	Article 0603
(8)	If the plan is a long-range or calendar-based plan, does it contain: <ul style="list-style-type: none">(a) Statement of mission and communication goals?(b) Assumptions, including a communication appraisal?(c) Actions to be taken to reach specific audiences with specific messages?	Article 0604
(9)	Does the command have an effective internal information plan (unless exempted by competent authority)?	Article 0203b
(10)	Does the command include provision for specific messages being sent to particular segments of the internal audience?	Article 0203b
(11)	Does the command plan contain actions necessary to communicate general interest or recurring messages to the internal audience?	Article 0203b
(12)	Are seasonal messages or themes integrated into the command plan?	Article 0203b

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NUMBER	ITEM	REFERENCE
(13)	<p>Are emergent messages integrated into the command internal information or contingency response plan? If so,</p> <p>(a) Does the plan contain strict instructions for positive control of emergent messages and procedures to confirm the authenticity of orders to send such messages?</p> <p>(b) Are public affairs personnel knowledgeable of these procedures?</p> <p>(c) Are watch officers (Command Duty Officers, etc.) knowledgeable of these procedures?</p>	
(14)	Is the spectrum of command emergent messages comprehensive and cover likely contingencies?	Article 0203b
(15)	Are all internal media (except operational control channels such as the general announcing system aboard ship) included in the command plan?	Article 0203b
(16)	Is community relations developed in concert with public information and internal information initiatives?	Article 0417
(17)	Does the community relations portion of the public affairs plan include events designed to communicate and establish interface with minorities and women?	Article 0417
(18)	<p>Does the community relations plan begin with an assessment of local attitudes? If so, did the attitude assessment involve consultation with any of the following:</p> <p>(a) Local media leadership?</p> <p>(b) Local civic organizations?</p> <p>(c) Nearby Navy or Marine Corps recruiting district?</p> <p>(d) Local chapters of Navy and Marine Corps related organizations?</p>	Article 0417
(19)	Does the community relations plan propose both official and unofficial events which allow direct military-community interface?	Article 0417
(20)	Does the plan identify issues that have a divisive effect on community relations as well as those with a unifying effect?	Article 0417

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NUMBER	ITEM	REFERENCE
(21)	Are actions to promote the common military-community bond associated with unifying issues?	Article 0417
(22)	Does the plan outline corrective actions for divisive issues which the command expects can be rectified?	Article 0417
(23)	Does the plan outline opportunities to state the military's position on divisive issues which the command does not believe can be rectified?	Article 0417

i. Resource Management

(1)	Are any public affairs personnel engaged in off-duty civilian employment? If so, did they obtain permission for same in the manner prescribed by policy?	Article 0607
(2)	Are the "appropriate supervisors" of members engaged in off-duty civilian employment aware of their responsibilities to determine the existence and effect of any conflict of interest?	Article 0607
(3)	Are fiscal resources properly managed?	Article 0608

j. Contingency Public Affairs

(1)	Is the PAO a member of command panels, committees and boards that focus on the command's response to crises and emergencies?	Article 0802b
(2)	Is public affairs an element of consideration for all emergency action planning?	Article 0802b
(3)	Are public affairs actions prescribed in all contingency or emergency action plans?	Article 0802b
(4)	Does the PAO or a representative routinely provide public affairs assessments for inclusion in incident reporting?	Article 0803
(5)	Do news release records indicate that the command conforms to the delivery goal for notification of a majority of local media in a crisis or emergency?	Article 0803c
(6)	Do news release records indicate that when initial releases lacked basic information, more information was released as it became available?	Article 0803d

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NUMBER	ITEM	REFERENCE
(7)	In the past year, has the command briefed local officials (and news media) on command procedures for the handling of emergencies?	Article 0804a
(8)	Are the PAO and senior public affairs personnel knowledgeable of action to be taken to protect classified information at an accident site on and off base?	Article 0805
(9)	Is the public affairs staff exercised in crisis or contingency response?	Article 0806b
(10)	Is the CIB periodically established during contingency exercises?	Article 0806b
(11)	Does the Command Internal Information Plan call for periodic emphasis on command safety and response in an emergency?	Article 0806b
(12)	Has the PAO met with spokespersons of other agencies that might likely be involved in a crisis or emergency?	Article 0806b
(13)	Review required narrative summaries and critique public affairs actions taken during a crisis or emergency. Ascertain whether the summary was used as a training tool and whether lessons learned led to a change in policy or procedure.	Article 0807b
(14)	Was information on accident victims withheld from media until confirmation was received that next of kin had been notified?	Article 0808b
(15)	Are the PAO and senior public affairs personnel knowledgeable of policy on control of video and photography at an accident site?	Article 0809
(16)	Does the command have a nuclear weapons capability or host units with such a capability? If so,	
	(a) Do command emergency response plans cover nuclear accident and incident contingencies?	Article 0801 Article 0810
	(b) Do such plans address public affairs concerns?	Article 0801 Article 0810
	(c) Was the PAO involved in development of the plans?	Article 0801

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NUMBER	ITEM	REFERENCE
	(d) Are the PAO and senior public affairs personnel knowledgeable of:	Article 0810
	1. Release authority in various nuclear weapons accident and incident contingencies?	
	2. Means of establishing direct access between the On-Scene Commander's public affairs representative and ASD(PA)?	
	3. The conditions under which the presence of nuclear weapons can be confirmed?	

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0606 PERSONNEL MANAGEMENT

a. Community Management for Navy Personnel. CHINFO is the program advisor to the Chief of Naval Personnel on the Special Duty (Public Affairs) (165X) community and the Journalist rate. As such, CHINFO maintains a continuing interest in the procurement, training, education and career development of officer and enlisted public affairs personnel.

(1) In coordination with the Commander, Naval Military Personnel Command, the Deputy Chief of Naval Operations (Manpower, Personnel and Training) (OP-13), and manpower claimants, CHINFO determines active duty and mobilization requirements for officer and enlisted public affairs billets and makes appropriate recommendations. The number and prescribed rank or rate of billets depend on such factors as the size of the command, news potential of the command's mission and operations and the internal information needs of the command.

(2) The Special Assistant to CHINFO for Manpower is the principal advisor on all manpower matters. The incumbent serves the Commander, Naval Military Personnel Command, as the head of the PAO assignment and placement branch and is also the public affairs officer community manager on the staff of the Deputy Chief of Naval Operations (Manpower, Personnel and Training) (OP-13). This individual is the officer detailee. The detailee and assistants are primary points of contact for:

(a) Information regarding a change of designator to the 165X community. The vast majority of PAOs enter the community from the unrestricted line at the three- to six-year point.

(b) Special Duty (Public Affairs) (165X) assignments.

(c) Continuing education opportunities for officers, including entry level training at the Defense Information School and graduate level training in public affairs-related curricula.

(d) PAO community strength, accession and promotion planning.

(e) Subspecialty billet requirements and validation.

b. Communication Awards

(1) **THOMAS JEFFERSON AWARDS.** The Thomas Jefferson Awards Program is sponsored each year by ASD(PA) and administered by the Commandant, Defense Information School. All Armed Forces newspapers and radio and television stations are eligible to enter. First place winners of CHINFO Merit Awards are automatically submitted for Thomas Jefferson Award competition.

(2) **COLONEL TOM LEWIS AWARDS.** The Colonel Tom Lewis Awards Program for outstanding military broadcasters is an annual recognition of exemplary performance in AFTRS. Nominees not selected for the primary award receive Outstanding Broadcaster Awards. The judging panel is composed of professional civilian broadcasters, and awards are presented at the annual AFTRS worldwide conference and workshop.

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- (3) **RADM WILLIAM THOMPSON AWARDS.** The Rear Admiral William Thompson Awards Program promotes professionalism and excellence by recognizing outstanding public affairs achievements. RADM Thompson, the first designated PAO selected for flag rank, served as CHINFO from 1971 to 1975. Upon retirement, he donated a trophy to recognize Navy public affairs excellence. A subsequent CHINFO named the trophy in honor of RADM Thompson. All Navy commands and activities with either military or civilian primary or collateral public affairs personnel assigned are eligible to compete. Personnel assigned to the Office of Information are ineligible. Details are contained in reference (c). The competition runs from January 1 through December 31. Entries must be received by NIRA no later than the first Monday of April of the judging year.
- A)

- (4) **RADM ROBERT A. RAVITZ AWARDS.** The Rear Admiral Robert A. Ravitz Awards Program recognizes the accomplishments and achievements of Naval Reserve public affairs programs and personnel. It encourages Naval Reserve Force units to maintain an active public affairs program, aimed at keeping the public informed of current naval activities, promoting community relations, and continuing mutual support. Rear Admiral Ravitz, U.S. Naval Reserve (Ret.), served as director, Naval Reserve Public Affairs Program and Special Assistant to the Chief of Information from 1 May 1986 to 31 December 1989. Upon his retirement, CHINFO established this award program in his name to recognize Naval Reserve Public Affairs excellence. All Naval Reserve units with primary or collateral duty public affairs personnel assigned are eligible.
- A)

- (5) **CHINFO MERIT AWARDS.** CHINFO awards outstanding performers in the public affairs field. Competition criteria are announced in an annual notice. Individuals must submit material for review in one of several categories to be considered; there are no automatic reviews of material. This program recognizes outstanding achievements in internal media products produced by Navy commands and individuals. The program is coordinated by Navy Internal Relations Activity (NIRA) with assistance from the Navy Broadcasting Service (NAVBCSTSVC). First place CHINFO Merit Award-winning entries are forwarded by NIRA and NAVBCSTSVC to the Defense Information School for further competition as official Navy entries in the appropriate categories in the Department of Defense Thomas Jefferson Awards Contest. Reference (c) provides guidance. The competition period is from October 1 through September 30. Entries for this contest must be received at NIRA (print) and NAVBCSTSVC (broadcast) no later than the third Monday of October.
- A)

(6) **DIRPA MERIT AWARDS.** DIRPA provides merit awards to Marine journalists whose performance warrants special recognition. Marines whose entries are selected to compete in the Thomas Jefferson Awards Program will be recognized by DIRPA Merit Awards.

(7) **SECRETARY OF THE NAVY AWARDS.** Details on eligibility requirements for these awards are found in reference (d). Briefly, these awards are as follows:

(1) Navy Distinguished Public Service Award and the Navy Meritorious Public Service Citation to individuals;

(2) Navy Certificate of Commendation to members of special committees or groups;

(3) Navy Certificate of Merit to organizations and associations.

(8) **CERTIFICATE OF PUBLIC RELATIONS ACHIEVEMENT.** This certificate, signed by CHINFO, is presented to civilians not employed by the Navy in recognition of outstanding public service. The certificate program was established to fill the need for recognition of civilian contributions to naval public relations that do not meet the criteria of a public service award by the SECNAV. An example of an award recipient would be a local broadcaster who produced an in-depth, multi-part series on life in boot camp for local Hispanic youth.

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(9) **U.S. MARINE CORPS HENDRICKS AWARD.** The Hendricks award promotes professionalism and excellence by recognizing the accomplishments and achievements of outstanding Marine Corps public affairs programs and personnel. Colonel William R. Hendricks, USMCR (Ret.), originated the idea for one of the most successful public affairs programs, the Toys for Tots Program, which collects millions of toys and distributes them to needy children worldwide. All Marine Corps commands and activities with military and civilian personnel performing primary or collateral duty public affairs responsibilities are eligible to submit entries. Personnel assigned to the Division of Public Affairs, HQMC, are not eligible. The competition runs from January 1 through December 31. Entries must be received by HQMC (PAM) no later than March 1.

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0607 OFF-DUTY CIVILIAN EMPLOYMENT

a. General. Article 0116 of reference (e) prohibits persons in the Navy or Marine Corps on active duty and civilian employees (hereafter referred to collectively as "naval personnel") from acting as correspondents, commentators or analysts of news agencies, newspapers, periodicals, television or radio stations except in special circumstances. Military and civilian personnel assigned public affairs duties customarily have a close working relationship with the commanding officer, in-depth journalistic experience and close contact with decision-makers who contribute to command policy. Such duties make public affairs personnel particularly sought after as "off-duty" media representatives and, in such an employment situation, military responsibilities and the demands of the news business may conflict. Such "off-duty" or "outside" employment is permissible when the Secretary of the Navy (SECNAV) grants an exception to policy or in the case of special duty with a news agency that is an authorized public affairs activity (e.g., a non-salaried internship on the staff of a newspaper under the auspices of CHINFO or DIRPA). In either case, only SECNAV can authorize the "off-duty" or "outside" employment. Additionally, except as authorized by SECNAV, no person assigned to duty in connection with authorized public affairs activities shall receive any compensation for acting as a correspondent, commentator or analyst.

(1) For purposes of this instruction and in view of the complex nature of news media management, "commentator, correspondent or analyst" is taken to mean any function within a news agency that places the individual in a position of news gathering, assembly, production, editing, dissemination or the management of personnel performing any such function.

(2) This article applies to continuous employment or association with a news publisher, periodical or agency. Members of the naval service writing or producing works on a one-time or occasional basis for commercial publication should refer to Article 0310e (Writing for Commercial Publication).

b. Summary of Conflict of Interest Concerns. A military member or civilian employee considering the possibility of part-time, off-duty civilian employment with the news media must comply with the Standards of Conduct and understand how they apply to his or her unique employment situation under consideration. Additionally, reference (f) sets forth responsibilities for the individual's immediate military supervisor. The "appropriate supervisor," as defined by reference (f), must be acquainted with the individual's military duties, conditions of part-time employment and the potential for conflict. While the supervisor is responsible for determining and reporting the existence and effect of any conflict of interest, the primary responsibility for avoiding such conflicts rests with the individual concerned, not with the supervisor. This duty is statutory in part [18 U. S. C., Sections 201, 203, 205, 208 and 209 (1982)]. It is also regulatory in part [reference (f)]. These potential conflicts are discussed below in the context of public affairs personnel working as "off-duty" news media representatives.

(1) Generally, a conflict of interest would exist if the off-duty employment:

(a) Interferes with, or is not compatible with, the performance of official military duties;

(b) May reasonably be expected to bring discredit on the government, the Department of the Navy, the Navy or Marine Corps; or

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(c) May reasonably be expected to place the individual in situations or influence the individual to act in a way that creates the appearance of a conflict of interests.

(2) This regulation enjoins Navy and Marine Corps commands to treat all news media and types of media fairly and equitably, and reference (f) prohibits personnel from giving preferential treatment to any person or entity. What is available to one (e.g., interview opportunities, audiovisual materials, adherence to deadlines, etc.) should in most cases be made available to all.

(3) Reference (f) prohibits any action which might result in or create the appearance of a government decision being made outside official channels. Because public affairs personnel are usually aware of (and seniors participate in) deliberations on changes in policy within the command, there is some potential for discussion of these deliberations in the place of "off-duty" employment. This adds the possibility of undue influence outside official government decision-making channels.

(4) Reference (f) prohibits naval personnel from using official positions to coerce or unlawfully influence persons, including subordinates, to provide benefit to themselves or others. A senior public affairs staff member employed part-time by a news medium cannot be permitted to encourage or appear to influence junior public affairs personnel from paying greater attention to the requests for information from that medium.

(5) Naval personnel may not be employed by the contractor of a "civilian enterprise" or "commercial enterprise" newspaper, base guide, directory or map published for personnel of a Navy installation or activity.

(6) Naval personnel must not use, either directly or indirectly, inside information to further a private gain for themselves or others if that information is not generally available to the public and was obtained by reason of their DoD positions. In the news business, private gain would occur if an "off-duty" military correspondent published, aired or contributed inside information to an exclusive story, provided background information to a fellow correspondent or any other action that would result in or create the appearance of favoring one medium over another.

(7) Naval personnel are prohibited from using their grade, rank, title or position in connection with any commercial enterprise. This does not preclude author identification for materials published in accordance with DoD procedures, but specifically forbids use of title, position or military association in the work performed by naval personnel as "off-duty" correspondents. See Article 0310e (Writing for Commercial Publication).

(8) Regardless of a lack of military grade or association, naval personnel working as "off-duty" correspondents may be in violation of regulations governing political activity if their work involves political coverage or commentary. See reference (f).

c. Procedures to Request Employment. Naval personnel designated or assigned to public affairs duties, including collateral personnel not specially designated for public affairs assignment, must obtain written permission prior to commencing off-duty, part-time or outside employment with news media. Requests

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must contain an explanation of civilian job requirements and enclose a signed statement from the "appropriate supervisor" that he or she understands responsibilities for determining the existence and effect of any conflict of interest as outlined in reference (f) and discussed in this article. Requests shall be forwarded via the commanding officer, the chain of command and CHINFO or DIRPA to SECNAV.

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0608 FISCAL MANAGEMENT

a. **General.** Since the early 1970s, annual appropriations for the Department of Defense (DoD) have included a provision which limits expenditures for public affairs purposes to a fixed dollar amount. For purposes of financial management, public affairs is broken down into two functional applications: public information and community relations. These are defined below. Since it is linked directly to retention and personnel readiness, internal information and attendant resources are not considered a public affairs activity for financial management purposes.

(1) **Public information:** All functions and activities which are performed primarily for the purpose of providing official information about the Military Departments and Defense Agencies to the public and public information media, such as press, radio, television, magazines and books, motion pictures and other outlets. Public information products are generated in response to requests for information also at the initiative of the DoD to fulfill its obligation of informing the public within the bounds of security and in accordance with the DoD Principles of Information.

(2) **Community relations:** All functions and activities which are performed primarily for the purpose of contributing to good relations between Military Departments and Defense Agencies and all segments of the civilian population at home and abroad to help foster mutual acceptance, respect and cooperation.

b. **How the Appropriations Ceiling is Applied.** Activity devoted to public information and community relations as defined above occurs throughout DoD--from headquarters and the field extensions of those headquarters down through the chain to virtually all levels of command. The appropriations ceiling applies only to activities with the primary mission of public information or community relations as defined above. Further, only the direct costs of personnel engaged in such activity more than 50 percent of their time are included. Also included are the costs of products and services developed to meet DoD or service initiatives or requests by the public or the media. Indirect costs are not included. For example, speeches delivered by other than public affairs employees are not considered a public affairs expenditure, because speakers do not have the primary mission of public information or community relations and do not devote more than 50 percent of their time to such functions.

c. **Excluded Activities related to Public Affairs.** Certain military activities, such as bands, have been traditionally associated with public affairs. While they may contribute to public information and community relations, these activities are not assigned the primary mission of public affairs as outlined above. These related but excluded activities and their primary missions are:

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<u>PA-Related Activity</u>	<u>Primary Mission(s)</u>
(1) Internal Information	Personnel Readiness Retention
(2) Aerial Teams	Recruiting Support Retention
(3) Military Bands	Ceremonial Support Retention Recruiting Support
(4) Museums	Historical Support
(5) Exhibits	Recruiting Support
(6) Advertising	Recruiting Support
(7) Defense Information School (DINFOS)	Education and Training
(8) Naval Combat Documentation	Varied [Operational Support (e.g., briefings, intelligence gathering and evaluation) Training

d. Fund Allocation. Unit operating funds for commands and activities that do not have the primary mission of public affairs should be distributed to support public affairs under current fiscal management directives. Funds are not available from CHINFO or DIRPA to support public affairs programs of individual commands. CHINFO and DIRPA do receive external public affairs, community relations and official representation funds for use at the headquarters and field activity level (Navy Offices of Information and Marine Corps Public Affairs Offices).

e. Official Representation Funds. Managed per reference (g).

f. Overseas Community Relations Funds. Each year, the Commanders in Chief, U. S. Atlantic Fleet, U. S. Pacific Fleet and U. S. Naval Forces Europe receive a monetary allotment earmarked for community relations overseas. The funds are designed to support projects that promote greater understanding and good will between the citizens of the United States and foreign countries. Although this program enables certain commanders to execute a funded community relations program, the total authorization is small, thus requiring careful screening and prioritization of projects proposed for funding. Overseas Community Relations Funds will not be used for representation purposes or projects which would require continuing expenditures, such as long-term scholarships. A sample of the types of events and activities suitable for funding is provided below:

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(1) Materials for specific repairs to equipment at playgrounds, schools, orphanages, hospitals and similar institutions;

(2) Expenses incidental to command participation in local celebrations;

(3) Expenses incidental to the printing of translations of public information items (e.g., welcome aboard brochures);

(4) Inexpensive souvenirs;

(5) Items to support authorized community relations programs, such as toys, textbooks, medicines, disaster relief materials, athletic equipment, materials for the production of visual aids;

(6) Expenses incidental to the travel or transportation of the following:

(a) Organized U. S. Navy groups or command representatives to participate in local or national celebrations, observances and events of an official or semiofficial nature. This includes athletic teams, bands, drum and bugle corps, etc.

(b) Shipment of equipment necessary in support of certain projects as a part of overseas community relations;

(c) Foreign nationals participating in indoctrination or familiarization visits to overseas units and facilities.

Commands having questions about the management and expenditure of Overseas Community Relations Funds should address their inquiry to the appropriate fleet or force commander.

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